



INTERIM USE GUIDANCE:

BUILDING LOCAL PARTNERSHIPS

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INTRODUCTION

The following Interim Guidance Protocol presents a strategy for addressing the serious problem of arson fires in the United States through the creation of community-based organizations focused on arson prevention. It contains suggested activities for national, State, and local organizations wishing to serve as catalysts for the development of arson prevention coalitions.

The key to the strategy is the creation of local ***Partnerships for Arson Awareness and Prevention*** and their mobilization both in their local communities and in conjunction with others Partnerships and organizations.

The first step is the creation of pilot Partnerships in three targeted communities in FEMA Region IV to validate and expand the information base of “what works” and “what does not.” However, this guide -- “Building Partnerships for Arson Awareness and Prevention” -- can be used immediately and is not dependent on the completion of the pilots.

The National Arson Prevention Initiative

The Need

Arson is a serious national problem that robs, injures and kills thousands annually. Arson causes 700 deaths and \$2 billion in property damage each year. Arson is the second leading cause of residential fire deaths and accounts for approximately 20% of all fires in the United States. One quarter of all fires are caused by arson and more than half of these are set by juveniles. About \$4,000 worth of property goes up in smoke each minute as a result of the approximately 500,000 arson fires each year. Arson robs communities of their valuable tax base and forces citizens to pay higher insurance premiums and taxes. And, as arson is a seriously underreported crime, the real numbers are likely to be significantly higher.

National Action

Prompted by the recent series of church fires in the Southeast, President Clinton announced a *National Arson Prevention Initiative (NAPI)* in June 1996 led by Federal Emergency Management Agency (FEMA) Director James Lee Witt. The goal of the *Initiative* is to promote arson awareness and prevention efforts to individuals, communities, State and local officials, and the private sector nationwide through the coordination and dedication of available public resources. The *NAPI* will assist communities, fire service and law enforcement agencies in their efforts to prevent arson and develop ongoing local strategies for reducing the potential for all types of arson. FEMA has been working in close cooperation with the Departments of Treasury Bureau of Alcohol, Tobacco & Firearms), Justice (Bureau of Justice Assistance, Community Relations Service), Housing and Urban Development, Education, Agriculture and the Corporation for National Service (AmeriCorps/VISTA), as well as a host of national fire service, law enforcement, educational, religious, voluntary and crime prevention organizations and the insurance industry.

FEMA and the Partnerships for Arson Awareness and Prevention

This *Interim Guidance Protocol* is intended to complement *NAPI* by outlining a process through which grassroots arson prevention efforts will be inspired and supported. Using this guide, FEMA will act as a catalyst in three communities to initiate pilot community action programs for arson prevention. The successful practices developed as a result of this effort will serve as models to be emulated or replicated across the country. Using the strategic guide, lessons learned in the execution of these pilots will be factored into the final document. This document will serve as a resource for national, State or local organizations wishing to serve as a catalyst for arson prevention efforts at the local level.

Goal

The *goal* of the coalition-building program of the *National Arson Prevention Initiative* is to reduce arson by empowering local communities to take local action to prevent a local problem -- arson. The key to the success of this effort will be the creation of local ***Partnerships for Arson Awareness and Prevention (PAAP)***.

Objectives

FEMA, or any other national or State level organization interested in promoting grassroots arson prevention activities, needs to keep three objectives in mind:

- *Design and implement a process for building community-based partnerships for arson prevention and awareness.* For such an effort, communities must be targeted, expectations made clear, stakeholders identified, and measures to support the activities made known.
- *Development and implementation of a guidance protocol for the community preparation and implementation of a local arson prevention strategy.* A community must be given the tools necessary to communicate the need for this activity, mobilize the support, and execute the program. This may be a single document or a compilation of resources.
- *Design a mechanism for evaluation and measurement of the short-term and long-term success of the community arson prevention strategies and their implementation.* A national organization must be able to evaluate their contribution and effectiveness in inspiring local action. Similarly, a component of the community's guidance should assist them in a review of their program activities,

Organizational Resources

There are a number of interested parties who have expressed their willingness to assist in this effort.

Federal. In addition to FEMA, six federal agencies are participating: Departments of Justice, Treasury, Housing and Urban Development, Education and Agriculture. Support is also provided by AmeriCorps and VISTA, through the Corporation for National Service. These agencies can contribute both financial and staff resources to prevention efforts.

Fire Service Organizations. Under the banner of The President's Partnership for Fire & Arson Protection, national fire service organizations are working with the program. They include: Alliance for Fire and Emergency Management/International Society of Fire Service Instructors, International Association of Black Professional Fire Fighters, International Association of Fire Fighters, National Association of State Fire Marshals, International Association of Arson Investigators, International Association of Fire Chiefs, National Fire Protection Association, and the National Volunteer Fire Council.

Strategic Alliances. Leading religious organizations, local and State political leaders and insurance industry officials also have offered assistance.

PARTNERSHIPS FOR ARSON AWARENESS AND PREVENTION

An important component of the *National Arson Prevention Initiative* is the creation of local Partnerships for Arson Awareness and Prevention. Arson prevention programs are local in nature and will have a much greater potential for success if there is strong community involvement and support. With limited local resources, community participation is an essential element of an arson prevention strategy.

This *Interim Guidance Protocol* is offered to organizations and individuals concerned about arson in their community. It will provide the tools to create Partnerships for Arson Awareness and Protection.

National Support

There is already a partnership that exists between national level organizations on arson prevention. They are ready to assist in the creation and maintenance of local Partnerships for Arson Awareness and Prevention. Numerous institutions and organizations have made a commitment to assist in the *Initiative*. They are:

Stakeholders at the National Level

Fire Service Organizations. These associations represent the organizations and individuals who combat arson on a day-to-day basis.

- Alliance for Fire and Emergency Management
- International Association of Arson Investigators
- International Association of Black Professional Fire Fighters
- International Association of Fire Chiefs
- International Association of Fire Fighters
- National Association of State Fire Marshals
- National Fire Protection Association
- National Volunteer Fire Council

National Law Enforcement Organizations. As arson is a crime, these groups see tangible benefit to involving themselves in prevention programs and have expressed an interest in supporting the effort.

- International Association of Chiefs of Police
- National Sheriffs Association

National Voluntary Organizations. These community-spirited organizations can relate to the toll taken by arson on individuals and communities.

United Way

Adventist Community Service

Educational Organizations. Schools are impacted and have an interest especially in dealing with juvenile firesetters and youth playing with matches.

National Association of State Boards of Education

National Education Association

Church Organizations. The religious community has mobilized to prevent church burnings.

National Council of Churches

Congress of Black Churches

Crime Prevention Coalitions. They have related and relevant experiences and local contacts,

National Crime Prevention Coalition

National Association of Town Watches

Private Sector. Insurance companies have a financial interest in preventing arson.

Insurance Committee for Arson Control

Insurance Information Institute

Individual insurance companies, such as Aetna and Church Mutual

State and Local Officials. Information on which communities and their leaders would be most receptive.

National Governors' Association

Regional Governors' Associations

National League of Cities

National Association of Counties

US Conference of Mayors

International City/County Management Association

Capitalizing on their Interest

Ongoing contact and communication with the leaders of these national organizations will be helpful to the success of the program. Their memberships are vital connections and support for local coalitions. Getting these national groups involved early in the process will allow them to have a stake in the outcome and want to contribute. Periodic updates should be provided to these groups. This can include developing articles for their publications or scheduling informational meetings.

Because these locally inspired events may be initiated nationally, it is important to include in the deliberations the major national officials' organizations, such as the National Governors' Association, the National League of Cities, and the U.S. Conference of Mayors.

Selecting Target Communities

Limiting your initial coalition-building efforts to a particular region will allow greater focus, (Local partnerships will be first recruited in FEMA Region IV to test this guidance protocol, Three pilot communities will be selected in the Region.) Vary the size of the communities selected in order to gain a broad understanding of needs and interests. For the initial three pilots, one of these sites will be in a larger metropolitan area, one in a medium sized city and one in a smaller community.

Determining where to target Partnership efforts requires an analysis of each State and municipality under consideration as a location for building Partnerships. The analysis has one goal: to determine if the community is likely to be responsive to both organizing and maintaining the Partnership. The analytic format should be considered a tool for decision-making. It is not an absolute science. Selecting the communities is a four-step process:

Step 1. State criteria:

- Historic data on church burning (1990-96)
- Current and historical arson problem:
 - structural arson numbers
 - school arson numbers
 - vehicle arson numbers
 - arson death rate/fire death rate
 - children playing with fire incidents
 - total number of fires
- Existing State Arson Training Programs (FEMA Publication: Arson Resource Directory)
- Existing Arson Task Forces and/or other arson related organizations (FEMA Publication: Arson Resource Directory and State Fire Marshal Office)
- National Community Volunteer Fire Prevention Program participation (NCVFPP Project Series Volumes I - IV)
- Receptivity of elected officials to the effort
- Top 20 arson incident municipalities (by population) in State

Step 2. Community/Municipality criteria:

Historical data on church burnings (1990-96) for the general and surrounding area

Current and historic arson problem that includes:

- structural arson numbers
- school arson numbers
- vehicle arson numbers
- arson death rate/fire death rate
- children playing with fire incidents
- total number of fires

Existing Arson Training Programs (FEMA Publication: Arson Resource Directory)

Existing Arson Task Forces and/or other arson related organizations (FEMA Publication: Arson Resource Directory and State Fire Marshal Office)

National Community Volunteer Fire Prevention Program participation and experience (NCVFPP Project Series Volumes I - IV)

Population (U.S. Census)

Media availability analysis: amount of media and their community involvement

Constituency analysis: national, State and/or local

Fire and law enforcement leadership support

State and local political leadership support

Misc. : technical and equipment support, Internet access, etc.

The arson and fire data are available from FEMA's National Fire Incident Reporting System. As not all States participate in the System, other sources at State or local government levels will need to be accessed. The U.S. Census Bureau is most easily accessed through the World Wide Web on the Internet. Simple resources to support the analysis, such as community Yellow Pages, social service directories, Chamber of Commerce directories and other community research tools are available through libraries, the Internet and some on-line services.

Step 3. The data should be compiled into a matrix.

A sample State and municipality matrix follows. The matrix, once the data is entered, will provide a mechanism for determining if Partnership efforts are likely to succeed. While not absolute, a

Partnership is most likely to-be organized and flourish if the community:

- has or perceives itself to have an arson problem
- agrees they have an arson problem and feel creating a Partnership will help address their arson problem
- feels the nature of the arson problem can be addressed through community action, i.e. community watch and juvenile firesetter programs
- has a range of media outlets to support public awareness and education efforts
- has supportive local fire service and law enforcement to champion the effort
- has supportive State and local governmental officials

PARTNERSHIP SELECTION MATRIX

	STATE	Municipality	Municipality
Church Burning (1990-94) (1995-96)			
School Arson			
Vehicle Arson			
Children Playing			
Arson Rate/ Ranking Top 20			
Arson Death Rate/ Fire Death Rate (1994)			
Total Fires Total Arsons (1994)			
State Arson-Related Training (1993)			
Statewide/County/Metro Arson Organization			
NCVFPP Participation State/Municipality			
Population Census Department Data			
Media Availability Analysis			
Constituency Analysis			
Fire Service/Law Enforcement Leadership Support			
Governmental Leadership Support			
Other			

Step 4. The site visit.

A visit to the most likely municipalities is highly recommended before making the final selection. The site visit will present opportunities to verify the accuracy of the matrix data and provide first hand experiences. Preliminary meetings with key stakeholders should be scheduled to better gauge their potential political support and determine if one of them is likely to become the *local champion* for the effort.

Key stakeholders to see during the site visit:

Local elected officials/Mayor's Office
Fire Department officials
Law Enforcement leadership

Local champion

A *local champion* will most likely be found in an organization that has a strong self-interest in arson awareness and prevention.

It is hoped that the local fire service will champion the effort. Without their active participation, the effort will be difficult, if not impossible. The *local champion* becomes everything from a cheerleader to making sure the administrative details are addressed. They are the ones that make sure the Partnership succeeds, the meetings occur, and people stay involved.

Once a community has been identified as one that could benefit from the creation of a Partnership, national organizational stakeholders may have some valuable information about the community and the key people to first meet. They may even be able to identify a likely *local champion*.

Recruiting Partners for Prevention

Partnership recruitment needs to focus on community stakeholders; those individuals and organizations with the clearest and most direct stake in arson prevention in their community. The result of the recruitment effort should be Partnerships that are broad-based and diverse. The unifying element is a commitment to arson awareness and prevention.

Each Partnership should be the most effective group of people and/or organizations in a community. Wherever possible, it is important to identify the individuals and groups that have influence and stature in the community. Some community leaders may come from the private sector. The following questions are helpful for identifying community stakeholders:

- Who has a stake in general arson awareness and prevention?
- Who might have a stake in the juvenile firesetter community based screening and/or intervention program objectives? (And other programs likely to work in the area.)
- Who will benefit from arson awareness and prevention?
- Who cares about what the Partnerships will accomplish?
- Who can help implement the Partnership objectives?
- Who has resources that can help the local Partnership form, develop and reach objectives?
- Who can take a leadership role in the Partnership?

Where are the stakeholders found? A general list of community and stakeholder groups that could be expected in a large metropolitan area can be found at the end of this section. Some of the research materials used for the development of the community selection matrix can be used for recruiting Partnership participants. Local phone books, library community reference sections, social service directories, referrals and local affiliates of NAP1 national partner organizations are references for developing the Partnership recruitment list. The following are examples of the category of people and/or organizations who would likely be interested in being invited to be members of the local Partnership for Arson Awareness and Prevention.

State and local government

- Fire Chiefs, Fire Marshals and fire service organizations
- Law enforcement
- Juvenile justice representatives
- Local elected officials
- Governor's office
- State Fire Marshal
- Emergency Management
- Social services
- Housing authority representative
- Medical/Public Health representatives
- Mental Health representatives

Education

- School officials
- Pre-school providers (private and public)
- Parent Teacher Association (PTA)/Parent Teacher Organization (PTO)

Community organizations

- Community leaders
- Service clubs
- Youth organizations
- Media representatives (community relations)
- Red Cross

Private sector

- Business leaders
- Labor unions (Laborers International Union)
- Automobile Association/Clubs

Federal

- National Fire Academy instructors and alumni
- Congressional offices

Compile stakeholder research into a database. This database will be used for many functions and constantly up-dated and expanded. Partnership recruitment is a continuing and on-going process. People will move into and out of activities, All coalitions generally have three types of participants:

- The core group that is most committed.
- The supporters.
- The once is enough(ers).

You need all three. Equally important, you need to accept that everyone will not be “hard core.” Appreciate what each will do. Allow them to find what is appropriate for them. Sometimes, once enough(ers) will become strong supporters, even hard core. Let them find their own path to a greater commitment of time and resources. Encourage them, but do not overwhelm them.

The core group will be the ones who make things happen, The supporters will help them do so and the one is enoughers will probably participate in an event.

Partnership recruitment is a strategic and deliberate process, Recruitment efforts need to be focused on arson prevention stakeholders. See the following page for the Partnership Recruitment Strategy Guide. It is a useful planning tool for identifying and prioritizing potential participants. The Guide helps you link the Partnership objectives, activities and resource needs directly to the Partnership recruiting needs. It is an important first step in the recruiting process, It helps you to strategically plan your recruitment efforts and identify your best candidates for participation. This will help you identify and recruit the most powerful and skillful stakeholders into the Partnership.

Remember, recruitment never stops. It is an ongoing process. Except for endeavors with a very short time frame, people come and go. New ones come aboard and some fall by the wayside. Constant change is normal, Levels of activity for an individual can change as well.

RECRUITMENT STRATEGY GUIDE

GOALS OBJECTIVES	COMMUNITY CONSIDERATIONS	STAKEHOLDERS & ALLIES	ACTIVITIES & ROLES
List purpose and/or objectives of the effort.	List NAPI partners with State/local leadership. List NAPI partners with State and/or local resources.	Questions to help identify Partnership stakeholders: Whose problem is it? Who cares about arson in the Community? Why would they join the Partnership effort? (Develop recruitment list.)	Identify how each stakeholder will be recruited into the Partnership (action step).
How will each objective be accomplished? (List steps.)	Identify the community arson problem(s). Identify previous community experience with arson, crime and fire issues.	Who/what organizations have had previous involvement with arson or fire programs? (Add to list.)	What activities or programs is the Partnership recruitment list likely to implement Who else is needed? (Add to list if missing.)
How will you determine success? (List for each objective.)	What community resources should be available/needed for the Partnership program? (List all and identify sources.)	Who/what organizations are needed to help make the Partnership activities successful? (Add to list)	Identify and list all research requirements or needs to conduct recruitment activities. (Complete.)
	List internal and external problems to consider or overcome. Other community consideration (i-e, strengths, weaknesses, opportunities) identified in Partnership Selection Matrix,	For each on list consider: Self interest Depth of concern Risk How hard to reach and organize. Who else do they bring? Who would their presence alienate?	How do each/collectively help make the Partnership programs and activities successful? Identify stakeholder potential for: Partnership Management & Leadership Task Force Leadership (Include additions in list.)
	For all above, relate to recruitment list developed in Column Three.	Develop a prioritized recruitment list.	Refine the prioritized recruitment list with action step for each. (The final list should relate back to achieving the objectives.)

CONSTITUENCY GROUPS AND COMMUNITY STAKEHOLDER ORGANIZATIONS

Local Government

Building Code Enforcement Office
Children's Services Council
City/County Council/Commission Member
City/County Downtown Development Authority
City/County Housing Authority
City/County Manager/Administrator Office
Emergency Management Office
Fire Department
Guardian ad litem
Mayor's Office
Police Department
Prosecutor's Office
Public Health Services
U.S. Attorney's Office

Educational Institutions & Organizations

Administrators/Principals
American Federation of Teachers Union Locals
Colleges and Universities
Early Intervention Program Groups
Independent, Day and Parochial Schools
Local/District/County School Boards
National Education Association Local Affiliate
Parent-Teacher Associations/Organization
Private School Administrators
Public Schools
School Advisory Council
School Advisory Groups
School Bus Supervisors/Drivers
School Department Heads
School-based Community Service Coordinators
Secondary Department Heads
State University Cooperative Extension Service
Student Government Organizations
University Safety Faculty

Business, Industry, or Professional Organizations

AFL-CIO
American Automobile Association Chapters
Advertising, Marketing and Promotion Companies & Associations
Automobile Dealers Associations
Banking Institutions
Building & Construction Contractor/Electrical Contractor Association
Chamber of Commerce(s)
Fire Chiefs Associations
Fraternal Order of Police
Health Care Provider Associations
Insurance Companies & Agencies
International Association of Black Professional Fire Fighters Local Chapter
International Association of Fire Fighters Local Union
Local Bar Association
Local Building Trades Council
Local Leading Industries and Businesses
Local Medical Association (MD & DO)
Local Medical Association Women's Auxiliary
Local Mental Health Association
National Association of Insurance Women Local Chapter
National Association of School Nurses Local/Regional Chapter
National Franchise Local/Regional Organizations
Police Benevolent Association
Retail Malls
Small Business Associations
Specialty Physician Societies/Associations (Pediatric, Emergency, Plastic & Reconstructive, etc.)
State Nursing Association Local/Regional Chapter
Utilities
Police Benevolent Association
Volunteer Fire Fighters Association Chapter
Women and Minority Business and Professional Groups (National Association of Female Executives, Women In Communication, Women's Bar Association, etc.)

Community Associations

American Association of Fundraising Professionals Local Chapter
Baby-sitter Referrals & Networks
Early Intervention Education Groups
Ethnic-American Associations (Hispanic Human Resource Council, etc.)
Hunger & Homeless Advocacy/Service Groups
LaRaza Chapter
Los Bomberos Chapter
NAACP Chapters

National Arson Prevention Initiative Church Partners
National Association for the Education of Young Children Affiliates
Native American/Tribal Organizations
Pre-School Owners & Administrators Association
SAFE Kids
State and Local Safety Councils
Urban League

Media

Church Publications
Grassroots/Community Newspapers
High School & Community College Journalism Classes
Print & Electronic Media Community Relations Departments
High School Newspaper Associations

Neighborhood Groups

Child Advocacy Groups
Community Action Councils
Community Centers
Condominium and Homeowner Groups
Consumer/Citizens Groups
Library Guilds
Neighborhood Clubs
Parenting Groups
Tenant Associations
Youth Athletic Associations
Neighborhood Watch/Crime Groups

Older American Groups

American Association of Retired Persons Local Chapters
Area Agencies on Aging
Intergenerational Groups
Meals on Wheels
National Association of Senior Citizens Local Club
Older Adults Clubs in Recreational Facilities
Retirement Homes and Communities
Senior Citizen Community Centers
Travel Clubs
Union Retiree Clubs

Religious Organizations

African-American Ministerial Alliance(s)
Athletic and Recreational Groups
Churches, Synagogues and Mosques
Clergy Associations
Interdenominational Associations
Men's or Women's Service Clubs
Religious Philanthropic Organizations
Youth Groups

Service Organizations and Clubs

Altrusa
American Federation of University Women Local Chapter
American Legion Local Posts
Area Council of Catholic Women
B'nai Brith Anti-Defamation League & Women's Auxiliary Local Chapters
Civitans
Community Centers
Elks
Exchange Clubs
General Federation of Women's Clubs
Jaycees
Junior League
Kiwanis
Lions
Masons
Million Black Men -- 100 Black Men
Million Black Women -- 100 Black Women
Moose
Mothers Against Drunk Driving Local/Regional Chapter
National Extension Homemakers Council Local Chapter
Optometry Association Local Chapter
Pilot Club International Chapter
Rotary
Ruritans
Shriners
Sororities and Fraternities
Students Against Drunk Driving Local Chapters
Veterans of Foreign Wars Local Posts
Vietnam Veterans of America Chapters
YMCA-YWCA
Zonta International Local Association

Social Service Organizations

Burn Centers
Children's Clinics/Hospital
Well Baby Groups
Women, Infants and Children's Program (WIC)

State Government

Agricultural Extension Department
Attorney General's Office
Child Advocates Office
Department of Children and Family Services
Department of Education
Department of Insurance
Department of Public Safety
Emergency Management Department
Governor's Office
Health Care Agency
Legislative Leadership Offices
State Fire Marshal's Office
State Police

Youth Groups

4-H
Boys and Girls Clubs
Future Farmers of America
Future Homemakers of America
Scouting Councils
Student Athletic Organizations
Student Councils
Student Service Clubs (Key Club, Keyettes, Beta Club, etc.)

Organizing the Partnership

To properly develop the local *Partnership for Arson Awareness and Prevention*, a careful step by step organizing process is necessary. This begins after the recruitment plan has been developed. Partnerships may need to add steps as necessary. The following is offered as a guide.

Step 1. Creation of the Convening Group. The members of the convening group have the community standing and the most self interest in addressing the arson prevention and awareness issue. They also need to have the time to participate. They will invite the rest of the Partnership members and set the date for the first meeting. This group should include many or all of the following:

- Fire Chief
- Fire Fighters (career/volunteer)
- Pastor(s) from a church that experienced arson
- Mayor's Office
- Governor's Office
- State Fire Marshal
- School Official
- Law enforcement (U.S. Attorney, Sheriff, Police, Prosecutors)
- Juvenile Justice
- Medical/Public Health representative
- State and local Emergency Management
- Chamber of Commerce or other business leader

The following activities are recommended to be undertaken by the organization or individual organizing a convening group.

- 1) Develop a simple, general recruiting packet on the Partnership to use as the general recruiting tool.
- 2) Prepare a brief introduction about the purpose of NAP1 and the Partnership. Choose a temporary organizational structure for this stage of the Partnership development. For example, part or all of the Convening Group could be Co-Chairs of the Partnership for whatever period of time is deemed necessary.
- 3) Schedule a meeting with each person to be recruited to the Convening Group. The purpose of the meeting is to ask them to help organize the local Partnership.
- 4) Confirm the meeting in writing.
- 5) Create packets of materials for each person being recruited to the core group. (This is the general recruiting packet.)
- 6) Define the recruitment pitch. This should be organized and strategic. (See Recruitment Strategy Guide, Activities and Role Column)
- 7) Prepare both general and specific requests for each individual. (For example: The Mayor and Fire Chief to Co-Chair the first meeting AND help recruit others to the Partnership AND

invite community groups/leaders to attend the first meeting.) Know what you want and ask for it.

- 8) The meeting should be in person.
- 9) Present the program directly and ask for their support. Get agreement on the timeline for the launch and early activities.
- 10) Solicit their recommendations for other participants, resources they have to offer, etc.
- 11) After agreeing to be a Convening Group member, each individual receives a community kit.
- 12) Set the next steps.
- 13) Send a follow-up note to thank them for their participation, etc.

Step 2. Convening Group Meeting

1. Select Co-Chairs.
2. Confirm importance of the creation of the Partnership.
3. Review list of potential Partnership members and solicit additional names, if appropriate.
4. Agree on date and agenda for 1st Partnership meeting.
5. Assign initial tasks: invitations, mailing, collection of information to distribute at meeting, phone calls and key invitees.

The presentation should include the articulation of a vision for the arson prevention effort. People want to be inspired and respond to a challenge. Here are some things to keep in mind when defining the vision of an arson prevention effort in a local community.

A Vision Checklist:

A vision is an idea that states a perceived truth. It shows insight into a community problem which people can understand intuitively. It reaches people emotionally. It is best stated positively. It begins a process of action.

A vision is clearly stated. It allows someone to picture in their “mind’s eye” what is urged. It explains what is to be accomplished in a way that provokes a positive emotional response in the person listening or observing. The emotional response is truly successful when it makes someone want to join in and participate in whatever way he or she can.

A vision must be compelling. It must excite people, draw them in and make it hard not to participate. The more compelling the vision, the more long term the potential impact.

A vision must describe a clear and present need. The need for a different approach or system should be easily understood. What should be changed and how things can be different, is what is to be conveyed.

A vision must be timely. Often the expression is used . . . timing is everything. Understanding the circumstances surrounding the effort, how to take advantage of the moment and identifying when and how to move forward shows that there is a clear and present need. Unless people comprehend that something is askew and needs to be changed, it is very difficult to move them, despite how wonderful the vision.

A vision must motivate people to act and creates a worthwhile challenge. It should be a dream that can be fulfilled by people working together. It must instill within people a desire to participate, to feel part of a greater good and that their participation will make a difference; that they and what they are doing will matter.

A vision must be audacious. There must be audacity in the challenge requiring people to stretch, to grow, to be excited. They must be asked to accomplish more than they think they can produce. Of course, there must be a sense that it can be done, that it can be accomplished. Such a challenge creates intensity and excitement.

A proposed Vision: Arson-Free Communities. With the proper focus, public involvement, attention and support of public and private sector officials, arson can be significantly reduced. Building a strong local presence in the effort to combat arson and the root causes of the problem can provide dramatic results.

Step 3. Invitations. The Convening Group and/or the catalyst organization/individual will create the mailing list (from the database) and mail invitations and introductory materials to the potential members of the Partnership. The invitations are for the first Partnership meeting. The invitation is a letter, signed by all the members of the Convening Group. It should include an RSVP number. There should be at least four, but no more than eight signers. It is sometimes a very time-consuming task to obtain these signatures on one letter. Remember to factor this into your planning. A location and time convenient for working people should be considered for the first meeting. The invitation should reach people at least 10 days before the meeting date.

Step 4. First Partnership meeting. The Partnership will define their program, agree to organize the launch meeting and set a date for the launch. A launch should capitalize on celebrity participation or media attention to gain public recognition of the effort. (The Pilot communities will launch with FEMA Director James Lee Witt.) All other launch activities should coincide with National Arson Prevention Week in May or Fire Prevention Week in October. Key activities for the first meeting include:

- 1) Follow-up phone calls to all invitees to confirm receipt of the invitation and attendance.
- 2) Create agenda and recruiting packets for the meeting.
- 3) Review individual roles and meeting agenda with Convening Group members.

- 5) Reminder calls to all participants and other key people needed for the meeting need to be completed the day before the meeting.
- 6) Facility set-up two hours before.
- 7) Convening Group arrive at the site 30 minutes before meeting start time.
- 8) Have all materials at the sign-in location.
- 9) The program is a presentation about the arson problem in the country, their city and how communities help solve these problems, Update on other Arson Prevention Partnerships, It should be compelling. The Co-Chairs or others could talk about the kinds of programs that work in communities.

This meeting should result in:

- Agreement to move forward
- General agreement on a specific launch activity
- A launch date
- A launch committee(s) as needed. This should include the convening members.
- More names and contacts for the database
- Names of people to help with the Launch

The following numbers are offered as a general guide for Partnership recruitment goals.

Small community:	up to 25 organizations/participants
Medium-sized community	25-40 organizations/participants
Metropolitan area:	50-75 organizations/participants

Step 5. Launch Committee meeting and preparations. Develop a plan to ensure that the launch event will run smoothly and provide for widespread public awareness to stimulate community interest in arson prevention. Implement activities to prepare for the launch program and coordinate with the national FEMA activities as they relate to the local launch. Maintain regular communication with Co-Chairs and others involved with the launch program. Schedule meetings, communications, media alerts, etc. as needed or required.

It is anticipated that Co-Chairs will be visible in the launch activities.

Step 6. Turnout. You want your first event to be successful. It will set the stage for the future of the Partnership and create the perception that arson is an important issue to people. If the media sees lots of people, they will assume the issue has a constituency. Make sure the event is well attended and that the Partnership group and the members of their organizations are visible. Provide them with follow-up materials. A mailing to generate turnout should reach individuals and organizations at least 10 days before the event, Follow-up calls to urge people to attend are always useful.

Step 7. Launch of the Partnership. Execute and manage all local logistical activities for local event as needed and/or required. Maintain regular contact with leadership and coordinate with FEMA. The launch events (meeting with James Lee Witt, Arson Awareness Week activities or Fire Prevention actions) should result in widespread visibility of the national and community arson initiative. Such an event also provides the public with a contact for the local community action program and publicizes the date for the next Partnership meeting date.

The following example is a rough schedule for creating and managing a launch event:

FIVE weeks ahead

- Select event format and goals.
- Select and recruit event chair and co-chairs.
- Begin recruitment for event sponsors and/or underwriters,
- Select date and event format and program.
- Select and recruit Event Committee members.

FOUR weeks ahead

- Select event location and obtain floor plan, where appropriate.
- Prepare event promotion packages.
- Hold first weekly meeting of co-chairs and launch committee members.
- Mail invitations.
- Announce the event. Be creative.

THREE weeks ahead

- Recruit people for event turnout telephone calls.
- Continue event underwriting efforts.
- Recruit program and logistics committee.
- Confirm event program.
- Special invitation mailing to program participants and VIP's.
- Find event decorations, materials and special effects.

TWO weeks ahead

- Finalize event format and program.
- Develop event day logistics plan.
- Publicize event program. Be creative.
- Begin phone calls for event attendance.
- Develop Event Attendance (VIP & Program) List

ONE week ahead

- Pre-event meeting or conference with Co-chairs and other program participants.
- Confirm audiovisual aids' delivery and other special needs.
- Final publicity.
- Make final turnout push.
- Compute and adjust for attendance goals.
- Confirm attendance of program and committee chairs, VIP's, and members.
- Confirm all logistical, equipment and publicity arrangements.
- Event rehearsal one day prior.
- Complete all event attendance reminder calls.
- Finalize sign-in procedures to capture participation data.

ONE week after

- Thank you notes to event volunteers, Chairs, Co-chairs, VIP's, and members.
- Collect outstanding pledges
- Pay event bills.
- Complete event financial report,
- Add any new Partnership members to database.

Step 8. 2nd Partnership Meeting

Local Partnership has workshop(s) to:

- create their calendar of activities
- create task forces to work on each objective
- develop a budget and identify technical assistance/grants
- report on progress of activities

The plan will also integrate the national calendar events as benchmarks for completion of tasks. As an example, by May 5, Arson Awareness Week, a community could have completed their risk assessments, particularly of buildings likely to be arson targets, During Arson Awareness Week, buildings will be boarded up, trash collected and grounds cleaned and trimmed. All this will be covered by the local media.

Step 9. Task Force meetings and Implementation of Program Described in the next section.

Mobilizing Local Partnerships

Each Partnership should develop their own local strategy for arson prevention. The following suggested activities range from training to specific arson prevention methodologies. Clearly communities will identify the approaches that are best suited to their individual needs.

Community Kits should be made available for individuals in key leadership and program roles in the Partnership. Each Partnership is also free to reproduce all or portions of the Community Kits to distribute as they see fit.

The key elements are likely to be an assessment of needs, training, and implementation of programs to address those needs. A likely first step will be securing training and technical assistance, particularly in the areas of juvenile firesetting and risk assessment. Subsequent activities could include Town Meetings, an Arson Early Warning Program, Community Clean-ups, Adopt-a-Church, Safe Streets Now or Community Watch programs.

Partnerships are encouraged to organize their activities through a task force structure. The formation of the Task Forces becomes the major focus of Partnership activities after the launch event. The members of the Partnership should not be expected to participate in all activities. The Task Force approach divides the workload and allows members to focus on those areas where they have skills. Each Task Force should elect a Chair or Co-Chairs and establish a plan of action to implement their part of the overall program.

The four task forces are:

- Arson Awareness
- Training and Technical Assistance
- Community Response
- Resources

Setting up the Task Forces

Step 1. At the 2nd Partnership meeting, the task force structure should be described.

Step 2. Everyone attending the meeting should be asked to join a task force and state which one they prefer. If there are too many in one and not enough in another, people should be asked to switch.

Step 3. At the conclusion of the formal agenda, the task forces should be asked to informally gather in a different corner of the room and agree on a date for their first meeting. An interim Chair should be appointed.

Step 4. At the 1st Task Force meetings, the task forces should appoint a chair or co-chairs. They should also review their responsibilities and begin to outline their plan of action. They should agree on their next meeting date and the agenda. At the next meeting they would develop their plan of action.

Task Force Organization

To ensure communications between the task forces, the Partnership co-chairs and the chairs of each of the task forces might elect to form an Executive Committee to manage the activities of the Partnership between meetings.

The Task Forces should be both independent and inter-related. For example, the Training and Technical Assistance Task Force could organize training sessions in risk assessment and identification of potential arsonists (i.e., juvenile firesetters). Based on the training programs, the Community Response Task Force will be able to develop a plan of action to find supportive services for juvenile firesetters. Public education and community awareness materials could be offered, as well as more targeted materials for parents, teachers or mentors and/or curriculum for the schools.

In addition to the above programmatic objectives, the Task Forces have an important role in continuing recruitment. They will be a major vehicle for the post launch Partnership recruitment activities and increased community participation.

A Simple Planning Tool

Proper planning is an essential part of maintaining the Partnership. Planning is a tool which can make it easier to attain goals and be more efficient. Unless the program is unusually complex, it should take no more than an afternoon or evening. Assemble key Partnership members from each of the task forces. Please remember to build in some fun, meals and a celebration.

Getting Ready

The first step is to purchase a roll of brown wrapping paper, the widest you can obtain, preferably at least four feet in width. You will need magic markers, at least seven colors, lots of masking tape and Post-its. Then you need a large wall.

Roll out the brown wrapping paper, hopefully at least 4 feet wide, and long enough to cover a ten-foot wall. You might want to double it up so the magic marker does not bleed through the paper to the wall. You should try to pick a wall where you can leave it up for a while. You also need to reduce it to paper. If you have an office or a basement that is acting as your meeting place, leave it up. Tape the paper to the wall with the masking tape.

Across the top of the chart list the months of the year. Allow a fair amount of space (width) for each month. Down the left column, list the Task Forces and under each Task Force list their program headings. On the post-its, list the dates for meetings, etc. The last row should list the community calendar, activities which can be piggy-backed. Those dates should also be put on post-its. The post-its will allow you to move things around, particularly if you see some conflicts. It's then easy to change dates.

	<i>Jan</i>	<i>Feb</i>	<i>March</i>	<i>April</i>	<i>May</i>	<i>June</i>	<i>July</i>	<i>Aug</i>	<i>Sept</i>	<i>Oct</i>	<i>Nov</i>	<i>Dec</i>
Arson Awareness												
Training & Technical Assistance												
Community Response												
Resources												
Community Calendar												

Once you have identified a date for an event, determine the steps necessary to complete the effort. *Identify the steps necessary for completion of the necessary tasks by planning backwards from the date the task should be finished* Place those steps on post-its and place them on the calendar. Once everything is up, it will be easy to determine if the activities are:

- are well coordinated;
- build off each other;
- use resources, people and money, efficiently,
- produce momentum.

Arson Awareness Task Force

The Arson Awareness Task Force responsibilities include public awareness, education and media relations. Its job is to inform the public about the arson problem in the community and the ways to combat it.

For example, the Arson Awareness Task Force should adapt the Clearinghouse and Community Kit materials that describe the root causes of arson and add a local component. They also should develop an overall public education program and media plan to publicize the local program. (See Guide to Local Media in the Community Kit.)

Communication can occur in many ways and does not always have to be the traditional media-driven type. In one community the Fire Department basketball team began playing in locations within the community prone to juvenile firesetting. This was part of their outreach program to juveniles. It was one-to-one communication. They even brought in local sports celebrities.

The Task Force will also be the point group and take the lead role in the local part of the national public education activities. When the national public education effort develops a national/local event, the Arson Awareness Task Force will handle the local media while FEMA and the NAP1 Partners coordinate the national media activities.

Event-driven Arson Awareness Activities

An organizing and awareness strategy will include the creation, management and publicizing of events. Events create important moments to focus attention and mobilize people. They provide roles for people to play, a way to relate organizationally, and the ability to measure and determine success. Events excite people and keep them connected and involved. Skillful scheduling, management and publicizing of events are the cornerstones of successful campaigns and organizations.

Simultaneous local events

The most successful national events are those that are executed locally. By combining a large number of simultaneous local events, a national event is created. Unlike most national events, which are staged at a single location, this strategy allows people to participate directly. Once a critical mass of local events occurs, the media dubs the simultaneous local events as national. Not only is it therefore covered nationally, each community has its own media coverage. Most importantly, 'everyone has the opportunity to participate, see the results locally, yet feel part of a much greater whole.

The priority opportunities for arson awareness and prevention events are:

May	Arson Awareness Week
October	Fire Prevention Week

The Task Force will coordinate their activities with FEMA national organizers once they determine which events are appropriate for their community.

Below are additional dates that may present opportunities and hooks for organizing local Partnership events. Other events can be used locally where appropriate. They include:

<i>Month</i>	<i>Date</i>	<i>Event</i>
<i>February</i>	1 st week	National Burn Awareness Week
<i>April</i>	month	Child Abuse Prevention Month
<i>April</i>	23	National Youth Service Day
<i>May</i>	first week	National Safe Kids Week
<i>October</i>	month	Crime Prevention Month
<i>October</i>	third week	Fire Prevention Week
<i>October</i>	third week	America Safe Schools Week

TOWN MEETING

Arson Awareness Task Force

A way to engage a larger segment of the community initially is to hold a town meeting in a particular part of town. Town Meetings can be used to educate, recruit and mobilize.

To hold a Town Meeting, the following should be your first planning steps:

Define the purpose of the meeting and state the program goals and objectives clearly.

Spark community interest. Think of ways that the Partnership can feed information into local communication channels about the arson prevention town meeting.

Identify additional Partnership members. Invite them to bring their members and participate. This will enhance the ongoing recruitment efforts.

Choose a format for your town meeting.

Form an organizing committee with clearly defined tasks and responsibilities. Duties might include:

- contacting additional organizations
- determining a town meeting program agenda
- planning public education activities
- contacting the media and arranging media preparations
- logistics for booking and setting up a meeting hall

Choose a coordinator. Even though most of the decisions will be made and executed by the Partnership, it's helpful to have one person who oversees the entire project and who keeps all of the various efforts flowing smoothly toward the same goal.

TOWN MEETING FORMAT

Depending on the commitment of your group in terms of time, energy, and financial resources, one type of format may be better suited to your needs than another.

Tapping into already scheduled town meetings which are open for any topic suggestion:

One of the advantages of this format is that the logistics of setting up a place and time for the town meeting with a public official in attendance have already been made for you. The disadvantage is having to be flexible enough to fit into *their* schedule and program agenda.

Begin by determining whether any town meetings have been scheduled over the next three months. Ask about the agenda for the meeting and if arson prevention could be addressed. Find out how much time Partnership representatives will have to present arson information and respond to questions. Also ask if it is appropriate to encourage media coverage during the town meeting. Be as flexible and creative as you can within the boundaries that the hosts of the meeting set. Once you have scheduled arson prevention into a town meeting agenda, you might want to send a letter to the event sponsors verifying your participation in the town meeting.

Scheduling and organizing a town meeting to specifically address the arson prevention program:

This format will require more work and organization, but it gives you complete control over the program agenda and your issue doesn't have to share the spotlight with other public concerns.

PUBLICIZING THE TOWN MEETING

Form a publicity team. The amount of work involved will depend on the size of the geographic area you are trying to cover and the size of the media market available to you. It will be easier to keep all of your bases covered if you have more than one person working on your publicity campaign.

Design and print flyers. Flyers can be used for mailings, presentation handouts, or for posting in public places such as post offices, libraries, grocery stores, churches, schools, shop windows, or anywhere else there is a bulletin board for public notices.

Mailings. Mailings should go out to both individuals and organizations which you want to reach in your community/district. Be sure to send it bulk mail to save costs.

The media. *Newspapers:* Send press releases and letters to the editor. (Be sure not to forget small local newspapers, campus newspapers, or free weekly newspapers. Check opportunities to get your event into the weekend section or onto the monthly/weekly calendar sections.) *Radio:* Do a radio talk show with leaders of the sponsoring organizations or with special panelists you may have invited to the town meeting. If special guest speakers are from out-of-town, arrange telephone interviews in advance of their coming. *Television:* See if you can get a spot on a local television talk show or arrange a news interview on a local station with a guest speaker or community leader. Find out if a local cable television station would be willing to do a public broadcast of the town meeting. *Special media events:* Hold a press conference with special guest speakers. Another option is an editorial board meeting.

Encourage attendance. If you choose a local radio or television celebrity as the moderator of your town meeting, that will serve as publicity in itself and help to draw a crowd. A good turn-out can also be achieved through collaborating organizations. If other organizations within the Partnership are offered the opportunity to promote their efforts, they will be more likely to encourage participation by their membership. Suggest that the town meeting be scheduled as the official program meeting for each organization that month.

LOGISTICS AND PROGRAMMING

Once you have established the date of the town meeting, you will have a number of details to attend to:

Logistics:

The Place: The most important point of having a town meeting is to provide an opportunity for citizens to obtain information, discuss their concerns, ask questions and receive responses. Choose a space that is conducive to interactive discussion. Estimate the potential attendance and select a location that will be appropriate to the number of people you are expecting. A room that is too small can become very uncomfortable, especially if there is “standing room only.” On the other hand, if the space is too big, it could dwarf a smaller but substantial crowd of people. It is always hard to predict these things, but you must make a reasonable estimate.

Possibilities include: town halls, school auditoriums, conference centers in hotels, or other public auditoriums/meeting rooms.

Be sure to make your reservation as far in advance as possible. Give yourself plenty of time for setting up within your agreement. Be aware of any custodial/janitorial or security requirements that might be in effect.

Setting the Stage: You might want to give some thought to the set up of your town meeting and the atmosphere and visual image it will produce. Items to consider include:

- arrangement of audience’s chairs in relation to the main speakers/public officials (straight on, semi-circular).
- configuration of tables/chairs/podium used by main speakers/public officials. (Provide drinking water.)
- the use of any special backdrops or displays,
- adequate lighting.
- microphones and a sound system where acoustics are a problem.
- a designated area/podium for posing question from the audience.

Whatever set up you decide, remember that it is best to keep it simple and uncluttered. The focus should be on the people and the issue, not on special effects or logistic complications.

Printed Materials: At minimum, you will want to provide programs for each member of the audience. The program should include:

- date, time, place, title of program
- names of guest speakers and public officials
- sponsoring organizations
- any special acknowledgments
- who to contact for more information or follow up

You may also want to provide some fact sheets or informational handouts for audience members to take home with them to do more reading on the issue.

Recording the Event: Make arrangements for media attendance and photographers if possible. Consider having your town meeting videotaped. Videotaping can be quite costly, but you may be able to draw on community resources to get the job done for less. A local television station might agree to do the taping. Also check with university or high school media centers or communication arts departments. They may be willing to take your town meeting on as a class project.

A Reception: You might arrange to have a reception after the town meeting to let people mingle and discuss informally the substance of the event. This is a good time for networking. An information booth would be useful. Be prepared to serve the food and drink of your choice.

Expenses: Possible costs for the town meeting include:

- printing/copying
- postage
- space rental for the auditorium/meeting hall
- audio-visual rental
- filming/video costs
- speaker honorariums and travel expenses
- reception for after the meeting (food, paper plates, napkins, etc.)
- other....

Programming:

Calling the Meeting to Order -- 15 minutes: Plan the meeting to last approximately 1-1/2 (one and a half) hours. Choose a starting time that is convenient but not too late; 7:00, 7:30, or 8:00 p.m. are all good times. Try to stick to your program agenda. Opening remarks should include a welcoming statement and a brief explanation of the background and purpose of your town meeting. The opening may be done by the moderator you have selected or by a local dignitary who will then introduce the moderator. This should take about 5 minutes.

The role of the moderator is very important. The moderator will be responsible for keeping things running smoothly and on schedule. You should try to find someone who is knowledgeable about the subject, who is a good facilitator, and is comfortable with managing large groups of people. You might also use the moderator as a drawing card for a big turnout if you recruit a local radio, television, sports, or entertainment personality who can perform this role. The moderator will also do all of the official introductions: preview of the evening's agenda and introduction of the dignitaries present. The moderator will also introduce any guest speakers or panelists you have invited to present the topic. All together, this should take 5 to 10 minutes.

Presenting the Topic -- 30 minutes: The moderator may be called on to perform this task, but it is probably better to invite a special guest speaker who is an expert in the field to give a summary of the subject and issues. The statement should be brief but provocative in the way that it covers the major issues. The idea here is to present a context and overview for the discussion period which is to follow. Another option is to have a series of presentations of different aspects of the topic by a group of panelists. It is probably a good idea to have no more than three panelists, each having approximately 5 minutes to state their issue. For example, you might have someone from the fire service give an overview of the national effort and the local problem, a speaker with law enforcement credentials to talk about the crime side and a third covering who sets the fires and the problem of juvenile firesetters.

Question & Answer & Discussion - 45 minutes: This is the heart of the event and should be given top priority in your program. The moderator has an important role in this part of the meeting: to keep discussion orderly, on the subject, to the point, and not to let any one person or group monopolize the discussion.

Questions and comments may be addressed to the panelists. You might want to stimulate questions in advance through the publicity and speaking presentations your group does leading up to the town meeting. Be prepared to let the discussion go in unexpected directions, but do not let it get too far off base. The moderator needs to be sensitive to this.

Wrapping up - 5 minutes or less: To close the meeting, the moderator should thank the panelists, sponsoring organizations, and all participants while stressing the importance of local involvement. The moderator should also inform the public of new opportunities for follow up activities. The town meeting is then officially adjourned. (If you are having a reception afterwards, you might also include this announcement with the concluding remarks.)

Creativity and Flexibility: This program agenda is only a suggestion. You might have great ideas of your own which better fit your community's needs. We encourage you to be creative in choosing your town meeting format and program.

FOLLOW UP

Your town meeting on arson prevention is an opportunity to keep the issue front and center. Keeping the issue fresh will be an ongoing challenge which requires an ongoing process of follow up activities at the local level. Here are some ideas:

Regularize arson prevention information. Promote successes. Set up a speakers bureau or special newsletter in your community which specifically addresses arson issues and continues to educate the public on current developments. Think of events that you can hold on a regular basis, be it once a month or once a year that can keep your community thinking globally and able to act locally.

Create a calendar of regular activities. There are many possibilities for setting up projects in which your community directly participates,

Brainstorm on your own. Be creative and have a brainstorming session within your own Partnership to come up with follow up ideas. See what you come up with and then get back to us so we can share your ideas with others.

Training and Technical Assistance Task Force

The Training and Technical Assistance Task Force responsibilities include requesting technical assistance and organizing the substantive programs necessary to give the Partnership the information it needs to accomplish its goals. It will also be responsible for evaluation (see evaluation section) of the results of the community efforts, monitor participation, reduction in arson and increases in arrests and prosecutions.

Key elements in arson prevention have been identified. A community will need to identify who sets the fires, where the fires are likely to be set and how to assist law enforcement efforts. Approximately 50% of all arson fires are set by juveniles. Valuable programs have been developed to address this problem that could be provided to community organizations.

Juvenile Firesetters

Training programs in identifying likely juvenile firesetters and providing needed services to them have been developed in 4 hour, 8 hour and 2 day modules. These programs are available through FEMA's National Arson Prevention Clearinghouse.

Risk Assessment

FEMA's National Fire Academy has developed technical assistance programs in Risk Assessment and also offers local law enforcement assistance in prosecution of arsonists. These programs are also accessible through the Clearinghouse. Your local fire service may also have a Risk Assessment program.

The Task Force may request technical assistance through the Clearinghouse to deliver juvenile firesetter workshop(s). Stakeholders likely to be interested in such workshop(s) include:

- Area Pre-school providers
- Head Start
- Elementary school personnel
- Middle school personnel
- High school personnel
- Community sport and recreation staff and volunteers
- Interested Partnership members

A sample planning tool for a Juvenile Firesetter Workshop follows.

JUVENILE FIRESETTER WORKSHOP PLANNING GUIDE

Training & Technical Assistance Task Force

Identify key Community Groups/Individuals To Develop Successful Workshop Program and Participation.

	<i>Name</i>	<i>Phone/Fax</i>
Director(s) Day Care		
Pre-School Owners		
Director Early Childhood in Private Schools		
Director Early Childhood in Public Schools		
Director Head Start		
Director Public Information		
Public TV/Radio Station		
Local Print Community Affairs		
Local Electronic Media Community Affairs		
Cable TV Station		
Mayor's Office Liaison		
County Commission Office Liaison		
Community Planning Board Liaison		
Office(s) of State Senators		
Office(s) of State House/Assembly Representatives		
Office(s) of City Council Liaison		
School Superintendent		
President(s) Merchant Assns.		
President(s) Local Parent Groups		
President(s) Local Parent/Teacher Organizations		
Directors of Youth Serving Agencies (i.e., YM/YWKA. Boys & Girls Club, Girl Scouts, etc.)		
Director Parks & Recreation		
Head of Early Childhood/ Universities		
Early Childhood Education Associations		
United Way Liaison		
Director Dept. Of Health Service		
Director Dept. of Social Service		
Urban League Liaison		
Hospital Burn Unit Liaison		
Children with Special Needs Liaison		
State Education Services Liaison		
Regional Education Center Liaison		
Day Care Licensing Liaison		

School Board Representative
Other(s)

Identify Key Fire Personnel.

	<i>Name</i>	<i>Phone/Fax</i>
Commissioner		
Deputy Commissioner		
Director Public Information		
Director Community Relations		
Fire/Public Educator(s)		
Battalion Chief(s)		
Borough Commander(s)		
Department Chief(s)		
Arson Bureau Representative		
Fire Marshall		
Fire Inspector		
Union Officials(s)		
Fire Department Volunteer Fire Fighters		

Other Key Workshop Planning Information.

- 1) Number of Training Workshops Planned and Dates Scheduled:
- 2) Participation Goal for Each:
- 3) Total Participation Goal:
- 4) Site Location Requirements & Suggestions:
- 5) Hours for each Planned and Scheduled Workshop:
- 6) Training Costs/Budget Requirements:
- 7) Financial Support Projected From:
- 8) Tasks and Assignments:
- 9) Workshop Participation Turn Out & Promotion Plan:

Community Response Task Force

The Community Response Task Force responsibilities include the event and outreach activities of the Partnership. They are the participatory arm of the Partnership. It is their responsibility to involve the community in arson prevention activities. Their goal is to adopt specific participatory programs to prevent arson in the community.

The Task Force will work closely with the Arson Awareness Task Force particularly on coordination of national/local events. It is likely that this task force will require the largest number of participants. That number will be determined by which and how many programs are undertaken.

Examples of possible programs that the Community Response Task Force might conduct follow. These include organizing Arson Early Warning Programs, Safe Streets Now, Neighborhood/Church Watch patrols, and local clean-ups of both open areas and buildings. The Task Force members could also work to improve building, fire, life safety and health codes or their enforcement in a targeted location.

ARSON EARLY WARNING PROGRAM

Community Response Task Force

This program identifies properties in danger of being burned and develops a program to prevent arson. Key components include:

- Development of a team composed of representatives from the fire service, police, code enforcement, insurance companies, property managers, businesses and homeowners.
- Establishment of key indicators for arson-endangered properties, such as, serious building code violations, vandalism, fires of unknown origin in the past, vacancy rates and number of units.

Institution of proactive community outreach activities, such as:

- distributing fire/arson safety information to landlords and property managers
- organizing neighborhood/building/tenant watches
- scheduling regular inspections by Fire Marshal and code enforcement department
- encouraging insurance company cancellation of policies on neglected properties
- enforcing property condemnation
- repairing properties and neighborhood cleanups

SAFE STREETS NOW

Community Response Task Force

A new approach has recently been developed to make landowners and landlords clean up their buildings and property.

If buildings or property are identified as likely arson targets and the landlord is unwilling to cooperate in eliminating the attraction, a unique legal approach has been successful in a number of communities.

The residents, other property owners, local businesses or whomever are effected by the nuisance can sue in small claims court for damages. In small claims court the plaintiff does not need a lawyer, the filings are simple and the filing fee is minimal. There is a limit on the amount that can be collected. In some jurisdictions the limit is as much as \$5,000.

If many sue simultaneously, the property owner/landlord becomes the defendant in a significant number of suits and the amount in question for him/her to pay if the case is lost is substantial. If 20 people each sue for \$5,000, the defendant is faced with the possible loss of \$100,000. This is a serious incentive to clean up the property.

ARSON PREVENTION CLEAN-UP DAY

Community Response Task Force

Arson prevention includes the elimination of potential arson targets. The less there is to attract a potential arsonist, the less likely the chance for arson. If there are fewer places that *will burn*, there will be fewer places *to burn*.

Generally, clean-ups include two areas: outdoor areas and the boarding up of structures. The removal of refuse and high grass minimizes the opportunity for arson. Boarding up of abandoned structures and preventing access to them also lessens the opportunity for arson.

In conjunction with the local Fire Service and the Risk Assessment technical assistance training and program, the community can determine whether and where a clean-up can be most effective. The Task Force could then organize an **Arson Prevention Clean-Up Day** in conjunction with either Arson Awareness or Fire Prevention Weeks. Teams could be organized to clean up lots and lawns as well as others with carpentry skills to close up abandoned structures. Local building improvement companies and lumber yards could donate the supplies.

This provides a very tangible activity for the Partnership. Without a large commitment of time, volunteers can do something worthwhile and see the results direct results of their effort.

The following steps outline a procedure for creating and managing an Arson Prevention Clean Up Day. There may already be people within the community who have done local environmental clean ups. They may already have a specific procedure that has already proven successful in the community and which can be emulated.

Step 1. Risk Assessment. Determine the most likely targets and the appropriate remedial activity to lessen their attractiveness.

Step 2. Community Response Task Force Meeting. Receive Risk Assessment Report. Appoint a committee to organize the clean up. The committee should be composed of people with good organizing and logistical skills. The committee will meet, review the remedial activity recommended in the Risk Assessment, and develop a plan of action.

- Identify tasks.
- Determine number of people needed and skills required.
- Determine time for the activity. Can it be accomplished in a day, weekend?
- Resources needed to accomplish clean up. Garbage bags, lumber, tools, nails, etc.
- Establish a calendar. Select a date for the clean up. Determine whether publicity is needed to recruit people, when the recruitment should begin and how to organize the participants. Invite political, social, community and business leaders.

- Recruitment plan for skilled people. If carpenters are needed for boarding up buildings, both builders and the local union should be contacted for volunteers.
- Committee should assign specific responsibilities to different members, For example, recruitment, publicity and logistics. Someone needs to be in charge of the Clean Up Day itself
- Logistics plan developed. What needs to be where, when and how are the volunteers to be organized and mobilized on the day itself Communications between organizers. Include meals, access to bathrooms and an end of the day celebration as part of the plan. The more detailed this plan, the greater the chance for success. Lay out all needs, resources, people and times.
- Meet with local fire and law enforcement departments to review the plan. Obtain their sign-off. Determine security needs.
- Publicity and awareness plan. Local media should be invited to the clean up.

Step 3. Include other Task Forces. The Clean Up Day Committee will identify the resources needed and request assistance from The Resource Task Force in obtaining the resources. The committee should also request assistance from Awareness Task Force for help in publicizing the need for volunteers and promoting the value of the effort and the success of the day.

Step 4. The Clean Up Day.

- a. Time and site for convening task leaders and volunteers.
- b. Divide volunteers by their tasks and locations.
- c. Provide the volunteers with their tools.
- d. Assign the volunteers to their site and to whom they report.
- e. Monitor progress. Respond to any problems.
- f. Celebrate the success of the day.

LOGISTICS PLAN CHECK LIST

___ People

- ___ Day Of team formed
- ___ Areas assigned
- ___ Marshals
- ___ Volunteers (manage names, follow up)
- ___ Turn out Plan (making sure people are there)

___ Tasks

- ___ Identified
- ___ Assigned

___ Transportation

- ___ Supplies
- ___ People

___ Resources

- ___ Identified
- ___ Received
- ___ Stored
- ___ Delivered to location
- ___ Distributed to Volunteers
- ___ Collected
- ___ Returned

___ Communications

- ___ Walkie Talkies
- ___ Cellular phones

___ Sites

- ___ Identified
- ___ Reviewed with fire/law enforcement
- ___ Advanced
- ___ Assigned
- ___ Monitored

__Security

__Materials

__Volunteers

__Staging

__Identify needs

__Advance potential sites

__Select sites

__Who and when

__VIP areas

__Food, beverages, bathroom facilities

__Media table

__Sound and lights

COMMUNITY WATCH PROGRAMS

Community Response Task Force

One of the best ways to decrease the potential for arson in a community is for people to be “watchful” -- to know who and what activities belong in a neighborhood and to report suspicious activities. As arson is often preceded by vandalism, a watch program can also help stop criminal behavior before it develops into arson.

Arsonists and other criminals will be less active in an area they know to be united against crime. Getting people to be watchful and involved in the overall safety of their community not only reduces crime but also increases their pride in making their neighborhood a better place to live.

Community watch programs were developed to increase community identity and cohesiveness while increasing involvement in community safety. Watch programs are an excellent vehicle to address a range and variety of community safety issues. A watch program typically involves:

- People living on a block, defined neighborhood or building meet to discuss crime problem(s) and prevention issue(s) specific to their area.
- At the meeting, people get to know one another and agree to participate in the watch program.
- Simple safety programs, such as reporting of suspicious activities are the primary elements of a watch program.
- A volunteer block or watch organizer supervises the watch. The organizer is responsible for maintaining distributing crime and arson-related information and for keeping the lines of communication open among neighbors.

Most local police departments will help citizens develop watch programs for business, commercial and residential areas and work with active watch programs.

How Do I Start a Citizens Watch?

You can start a Citizens Watch by following each of the easy steps below and checking each one as you complete it:

Step 1.

I live/ I am trying to start a Citizens Watch:

- _____ on a farm
- _____ in a subdivision (large/small)
- _____ in an apartment (duplex, family, retirement, high-rise)
- _____ business
- _____ mixed residential/commercial
- _____ scattered rural homes
- _____ retirement home/nursing home mobile home

Step 2.

Contact your neighbors to find out who is interested either by telephone, when you see them in your neighborhood, or go door-to-door for a more systematic approach.

Step 3.

Plan a get-together along with the representative from your local law enforcement agency. It's also a good idea to have refreshments. Coffee, baked goods, and lemonade or soft drinks can be served.

How Many People Do I Need to Participate?

It can be as many people that want to participate where you live. It is recommended that at least 50% participation is maintained for all Citizens Watch meetings.

Citizens Watch is not the formation of Vigilante Groups!

How Much Time Do I Have To Spend?

As much or as little time as YOU want, Be sure to delegate responsibility to others to help.

Where Do I Have the Meeting?

In a backyard, den, kitchen, basement, porch, or in your apartment,

What if I Think My Group Will Be Too Large to Meet in a Home?

Plan to have the meeting in a meeting room at your local law enforcement agency, a church, library, or other suitable location that is free of charge.

What Do I Do at the First Meeting?

Explain why the get-together was called. Discuss some concerns you have about your area such as the following (check all that apply):

- ☐ need for neighborhood association and sense of community
- ☐ over-turned garbage cans
- ☐ broken glass
- ☐ child safety noise
- ☐ peeping toms
- ☐ prowlers
- ☐ junk in yards and alleys
- ☐ auto/property vandalism
- ☐ garden/garden supply theft
- ☐ farm equipment theft
- ☐ livestock/crop theft
- ☐ vacant buildings
- ☐ accumulation of hazardous
- ☐ burglaries
- ☐ other

After you discuss the concerns, determine if you and your neighbors really feel there is a need for a Citizens Watch. Hopefully, your law enforcement representative will help you “sell” the idea of a Citizens Watch by using some or all of the reasons that follow.

Guidelines to Maintain an Active Citizens Watch Program

- Schedule meetings every 90 days not to exceed 6 months between meetings,
- Be sure to give advance notice of meetings.
- Review current crime trends in the area.
- Update participants on new crime prevention techniques.
- Provide social interaction.
- Update current list of members.
- If active participation is not maintained, watch signs must be removed.

How Can I “Sell” My Area on the Idea of a Citizens Watch?

- Citizens Watch is a return to the “old-fashioned” days when neighbors took care of neighbors and communicated with police.
- Citizens Watch helps a community become stronger and more unified.
- Citizens Watch generates a concern of neighbors for each other. For instance, during bad weather, whether hot or cold, neighbors can check in on other neighbors.
- Citizens Watch lets neighbors know that someone will be there in case of a personal crisis such as a fire, flood, or crime.
- Citizens Watch gives neighbors an opportunity to have block parties, covered dish suppers, or a street dance.
- Citizens Watch is an opportunity to beautify your neighborhood.
- Citizens Watch is a forum for programs and meeting officials of your community.
- Citizens Watch is a network of different neighborhoods working together.

How Does Local Law Enforcement Representative Help with a Citizens Watch?

All crime prevention programs provided by your local law enforcement representative are FREE! They will provide FREE home security surveys, Operation Identification (also called OPI.D.) and keep your Citizens Watch group informed about the current concerns of law enforcement. The representative will also introduce new crime prevention programs that might be used in your community with your help.

Step 4.

How Do I Plan the First Meeting?

(Check off as you complete the following):

_____ 1. Contact your local law enforcement representative to determine a date that he/she could attend a meeting.

_____ 2. Send a letter to those citizens you contacted about the meeting if possible. Contact local police department for a sample letter.

_____ 3. Publicize the meeting through local newspapers, post notices and flyers, and word-of-mouth.

_____ 4. Prepare an agenda with a list of the items that need to be discussed such as the following:

-]Reason for calling meeting.
-]Determine date for next meeting.

- Determine if refreshments are needed. Keep these simple.
- Determine if children can attend meetings since some participants may not wish to have children in their home.
- Determine if there is enough interest in your area to start a Citizens Watch. There must be at least 50% participation in all meetings and activities to maintain a Citizens Watch.
- Determine what topics the participants are interested in hearing about for future meetings.
- Introduction of law enforcement representative(s).

Some tips for a successful meeting:

- Good lighting.
- Comfortable room temperature.
- Seating arrangement - - a semi-circle usually works best since it enhances eye contact, and encourages better interaction among members of the group.
- Inexpensive refreshments - - **KEEP THESE SIMPLE!**
- Be sure to have a specific purpose for each meeting and an agenda. Some flexibility is necessary but do not ramble since it is confusing and boring to those attending the meeting.
- Be sure that those who attend do not discuss their own “war stories”. Your law enforcement representative’s time, your time, and the time of those attending the meeting needs to be carefully monitored.
- Briefly review key points discussed at the last meeting.
- Prepare materials in advance such as displays or crime prevention devices. Be sure displays are clearly visible and labeled for those present.
- No meeting should last longer than 60 minutes.
- If the speaker has no timepiece in direct view, be sure to indicate by a hand signal at a certain point for a smooth ending to remarks.
- Hold the meeting to the announced time frame.
- Do not delay your meeting for the sake of “important” persons who have not arrived. Delaying a meeting can cause serious inconveniences for those already present who may have other commitments.
- Do not interrupt the meeting while those who are tardy make excuses for being late. Continue with your remarks.
- Share the bulk of the information. You do not need to lecture.
- Refer to prepared notes and index cards with clear, legible print. You do not need to memorize the material.
- If you plan to read directly from printed material, **MARK** the items with paper clips or markers so it can be found quickly. Fumbling is boring and time consuming and can lose attention.
- Say it just as you see it or as if you were talking to your own best friend.
- Avoid “war stories”, personal anecdotes, or “soap box” techniques since they can be misleading and disruptive to the program.
- To avoid monotony, change pace by asking questions such as “Mr. X, have you ever considered what you’d do with this kind of problem?” Limit this though to avoid losing continuity
- To keep interest, plan an activity such as filling out forms, pose a “problem” situation for discussion, or show slides.

- Arrange your agenda in units so that the meeting can end at any point, There is no way to determine how much time it will take to cover certain material. Even if the meeting doesn't take the full amount of time, do not introduce a new topic that must be cut off before it is discussed in full.
- Do not cram too much into one meeting. Everything will keep until next time!

Step 5.

How Does my Citizens Watch Group Get Signs?

Some local law enforcement agencies like a particular type of sign that may be available through a local business or law enforcement agency either free of charge or for a small amount of money. Generally, it is recommended that the Citizens Watch group members help to purchase signs with a small donation from each member of the group. This shows a Commitment to Citizens Watch by your area and each member of your group has a "vested" interest in what goes on in your community. However, many Citizens Watch groups die soon after signs are posted. It has become apparent to many law enforcement agencies that groups were formed just to get the signs installed as a visible crime prevention effort.

SIGNS SHOULD NOT BE POSTED IF THERE IS NOT ASSURANCE FROM THE CITIZENS WATCH GROUP THAT IT WILL ACTIVELY MAINTAIN THE PROGRAM.

What about background checks for participants in a Citizens Watch Program?

It is suggested that all participants in a Citizens Watch program submit to a background check by the local law enforcement representative.

Who will be the leader for a Citizens Watch Program in my area?

A block coordinator/captain is selected by the group. This person or persons will organize "block" activity, distribute crime prevention literature to members of the group, and represent their area or section at other Citizens Watch activities that may be taking place in the community. The block coordinator can also help distribute information about other types of activity taking place in your community.

This is used to show the location of each participating household Group members print their first and last names, addresses, and phone numbers in the blank spaces provided. A sample block map of the area for your own use. Usually, the block coordinator/captain completes the map to show all residences whether or not the household participates.

RISK REDUCTION IN YOUR PLACE OF WORSHIP

Community Response Task Force

While places of worship have never been immune to violent acts of destruction, they have recently been targeted with an unprecedented degree of vandalism and arson. The purpose of this brochure is to provide the congregation and the local community, with some tools to reverse this growing trend. It may be used as a checklist, marking off each item as it is addressed. While not every place of worship will be able to implement all of the recommendations listed, any efforts made will decrease the potential risk of loss.

EXTERIOR SECURITY

- ☐ Light up the building's exterior and the surrounding area.
- ☐ Place some of your exterior lights near doors and windows, on motion activated controls.
- ☐ Keep shrubbery and trees trimmed so the entire building can be observed by passers by and patrols
- ☐ Do not allow anything to block the view of your building.
- ☐ Doors below ground level should be secured and locked at all times.
- ☐ Any areas that are hidden from view should be fenced.
- ☐ Installation of a burglar and fire alarm system with a phone dialer and audible siren should be considered.
- ☐ Installation of a fire sprinkler system should also be consider (These can be installed on a well water system).
- ☐ Keep a current list of all building key holders and change the locks periodically if necessary.

INTERIOR SECURITY

- ☐ Do not leave any area cluttered; use good housekeeping practices.
- ☐ No smoking inside the building or near the exterior.
- ☐ Never store flammable liquids inside or in storage areas that are near the building,
- ☐ Do not store combustibles in the furnace room or near a water heater.
- ☐ Always have a licensed plumber, electrician or heating contractor do needed repairs.
- ☐ Have an annual inspection performed on all heating and air conditioning units,

- ☐ When constructing the place of worship, be sure that all building and fire codes are met.
- ☐ Use flame retardant materials on pews and other combustible areas.

INTERNAL AWARENESS

- ☐ Be aware of individuals who may have become disgruntled and may wish to cause damage to your property.
- ☐ Inform congregation leaders and members of any acts of vandalism as these often precede an arson.
- ☐ Alert local law enforcement to acts of vandalism and request frequent patrols,
- ☐ Be sure all congregation members know what to do in the event of an emergency.
- ☐ Keep a photographic inventory of all property to aid in recovery.

COMMUNITY INVOLVEMENT

- ☐ Ask your local fire department, paid or volunteer, to do a pre-fire plan of your building.
- ☐ Know where an adequate supply of water can be found to extinguish a fire in your building. (This may be from hydrants, ponds, lakes or streams).
- ☐ Encourage members of your congregation to become members of the local volunteer fire department,
- ☐ Appoint someone from the congregation to act as a liaison with the local fire and police departments.
- ☐ Educate neighbors to recognize activities.
- ☐ Have neighbors take note of strangers, strange cars or other activity that seems unusual. Get license tag numbers if possible,
- ☐ Inform congregation leaders of any unusual or suspicious activity that you observe.
- ☐ Arsonists may be carrying accelerates in any type of container. Be suspicious of persons carrying containers in or around your building,
- ☐ Be sure that neighbors keep emergency numbers handy.
- ☐ Develop a plan of action and be ready to put it into place if needed,
- ☐ Have all guests and others register when they enter your building.
- ☐ Ask congregation members to do a ride-by as they travel to and from work or town.

For more information and resources call the Clearinghouse for Arson Prevention toll free: 1-888-603-3100.

Report Suspicious Activity or Arson Tips, Call the Toll Free ATF National Arson Hotline:
1-888-ATF-FIRE

This Practical Checklist Developed By The Tennessee State Fire Marshals Office
 A Division of the Department of Commerce and Insurance

Worship Watch Program Guide

Community Response Task Force

- Communicate to all congregations, media and communities information relative to the organization of the “Worship Watch Program”.
- Plan a “Kick-Off” for the program that will insure publicity and involvement.
- Develop key contacts in each denomination to insure that all clergy, or a representative from every place of worship, is present at the “Kick-Off”.
- Develop a “Worship Watch Newsletter” to be published periodically giving updates and tips on the program.
- Encourage religious organizations to join existing neighborhood watch programs where they exist.
- Train volunteers on surveillance techniques and procedures.
- Establish surveillance routes and schedules.
- Equip volunteers with cellular phones to call a defined hot line number in the area if any suspicious activity is noted.
- Encourage volunteers on patrol routes to patrol in pairs.
- Make available retired law enforcement cars (removing the law enforcement emblem and replacing it with “Worship Watch”) for volunteers’ use in patrolling church routes.

Steps for All Congregations

- Identify a key person from each organization to serve as a liaison with law enforcement, to be trained to recognize potential risk factors and work with law enforcement in the event of an incident,
- Include all places of worship in communications and planned watches.
- Make isolated/rural congregations and those who are the most vulnerable the first priority in receiving the training.
- Complete the ATF Risk Assessment.
- Cut back shrubbery.

- Install motion sensor lights.
- Have law enforcement make more frequent trips through neighborhoods.
- Mark/identify all items on the property, i.e., communion vessels, offering plates, cameras.
- Lock all doors and know who has the keys.
- Contact existing neighborhood watch groups and have them bring places of worship into their watch area.
- Take the lead in establishing a neighborhood watch program in the area that includes your congregation.
- Video tape inside and outside the property and copy important documents to be stored at another site.
- Solicit members to participate in Volunteer Fire Associations.

Steps For Congregations in Very Isolated/Rural Areas

- Have law enforcement make more frequent trips through neighborhoods.
- Install an inexpensive “very loud” alarm.
- Install security lights on your property. Install bullet resistant light covers for security lights.
- Contact existing neighborhood watch groups and have them bring places of worship into their watch area.
- Establish a neighborhood watch group if no other arrangement is feasible.

Steps For Congregations In Small Towns

- Incorporate all places of worship within the city limits into the regular law enforcement patrol routes.
- Contact existing neighborhood watch groups and have them bring all congregations into their watch area.
- Take the lead in establishing a neighborhood or business watch program in the area that includes your place of worship.

Steps For Congregations In Urban/Suburban Areas

- Incorporate all places of worship within the city limits into the regular law enforcement patrol routes.
- Complete the ATF Risk Assessment. Cut back shrubbery.
- Install motion sensor lights,
- Mark/identify all items on the property, i.e., communion vessels, offering plates, camera, etc.

The goal of the ‘Worship Watch Program’ is to involve the citizens that live in proximity to religious properties to unify and be trained in surveillance and observation methods that can aid law enforcement and be a deterrent to crime. Although, it is essential that there be one strategy for the implementation of the ‘Worship Watch Program’, the diversity within the state dictates that different methods and tactics to achieve the goal are deemed necessary.

Diversity derives from the following aspects:

- Urban/Suburban ‘vs.’ Small Town ‘vs.’ Isolated Rural Areas
- Attitudes and sensitivity in relating to law enforcement dictated by race and income levels,
- Commitment to ongoing activities such as Worship/Neighborhood watches especially in rural/isolated areas populated by low income and elderly citizens.

Therefore, non-profit organizations with chapters and units throughout the state must play an active role, networking with existing local groups in implementing this program. This is especially critical in rural counties, small communities and towns and isolated rural areas.

Resources Task Force

The Resource Task Force responsibilities include developing the funds, both cash and in-kind, to implement the program of the Partnership.

Many of the resources needed for the program can be developed with in-kind contributions from local businesses. If a local bank is updating its computers, one of the old ones may be more than adequate to maintain the Partnership records, handle the mailings and manage the finances. If a law firm is redecorating its offices, office furniture can be donated to the Partnership. If wood is needed to board up a house, the local lumber yard can supply scrap wood and a hardware store the nails.

The Resource Task Force should develop an inventory of the needs of the Partnership and acquire the items necessary to upgrade the community arson prevention infrastructure. It could determine what funding was available from local, State and national sources and access available funding.

Step 1. Ask the Fire Service to provide a list of those items essential to the success of the arson prevention initiative. Identify local companies that could supply those items. Also identify the corporations whose self interest in arson awareness and prevention is unusually high.

Step 2. Cross reference within the Task Force and Partner membership to see where there are existing relationships with these companies, particularly at the CEO level. If a relationship exists, the CEO or key contact within the company should be asked to recommend a senior level manager whose area of responsibility includes arson awareness and prevention to become a member of the Task force or donate the needed materials or equipment. If there is no relationship, a letter should be sent to the CEO requesting the name of a senior level manager who would represent the company.

Step 3. Assuming a positive response, the new members should be invited to participate and donate the items.

Step 4. Ask the other task forces for their list of needs. Identify local companies that can supply those items. Repeat Step 2 and 3.

Partnership Tools and Materials

The National Arson Prevention Clearinghouse will distribute to local organizations a Community Kit which is designed to provide the Partnership members with the information and materials needed to make decisions and support community action.

The Community Kit will include:

- State and community arson profile guides
- Arson Fact Sheet (school, vehicle residential arson/firesetter profiles)
- NAPI background
- Clearinghouse/arson resource guide
- “How to” materials on arson prevention and coalition building: Partnership organizing, management, guide to local media, developing a community plan of action
- Video on Community Education Leadership
- A step-by-step guide for communities on how to develop and mobilize a Partnership
- Creating public/private partnerships
- Creating Watch teams

There will also be a Pilot Launch Media Kit. This would include:

- Sample press release
- Background information NAPI
- Partnership members
- Fact Sheet on arson problem (State and local)
- James Lee Witt biography
- President Clinton quote

There will also be a general launch media kit connected to both Arson Awareness Week and Fire Prevention Week.

EVALUATION

It will be important to determine whether the arson prevention activities have been successful. This section describes some thoughts on how to evaluate your program.

The primary goal of the evaluation process is to determine whether the awareness and prevention programs are successful in educating and motivating the community to prevent arson. The evaluation process should identify who was reached and the numbers of people reached in various segments of the community.

The threshold question is whether the program enhanced the community's arson prevention efforts. Therefore, the key tests are:

- participation in arson awareness and prevention programs. From the Partnership's perspective, participation is the key issue. The greater the participation, the greater the support for the law enforcement members of the Partnership and the likelihood that the next two tests will be met positively.
- reduction in arson-related fires, arson-related deaths and injuries
- increase in arson-related arrests and prosecutions

Ways to look at these questions include:

- Number of media stories
- Number of alternative media reached: church bulletins, etc.
- Number of people participating as members of the Task Forces
- Participation in Task force programs

Evaluation can be tied to the organizing steps and a determination if the process of selection was conducted properly.

- Was the Convening Group the right size? Did it have broad-based representation?
- Did they involve a broad constituency? Who was reached? Are they the ones that need the most attention?
- Is the information appropriate to the audience?
- Were the goals met?
- Did the Task forces function as planned? Were the resources adequate to the goals?
- Were the outreach efforts successful? Attendance at the workshops? Community Response Task Force outreach programs? For example, in those communities that use the Arson Early Warning System, could be the listing of the number of buildings boarded up, renovated properties, code violations corrected, trash removed or grass cut.

CALENDAR/PARTNERSHIPS FOR ARSON AWARENESS AND PREVENTION: ORGANIZING THE PARTNERSHIP

	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5
STEPS					
1. Creation of the Convening Group	X				
2. Convening Group meeting	X				
3. Invitations mailed		X			
4. 1 st Partnership meeting		X			
5. Launch Committee Meeting & Preparation			X		
6. Mailing for Launch			X		
7. Launch event				X	
8. 2 nd Partnership meeting				X	
9. Task Forces formed					X

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